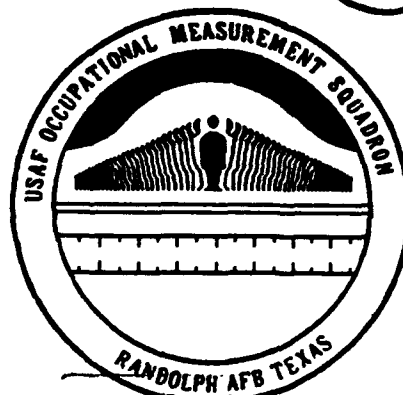


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**UNITED STATES
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OCCUPATIONAL SURVEY REPORT

STILL PHOTOGRAPHIC CAREER LADDER

AFSC 231X2

AFPT 90-231-928

JUNE 1992

92-21277

**OCCUPATIONAL ANALYSIS PROGRAM
USAF OCCUPATIONAL MEASUREMENT SQUADRON
AIR TRAINING COMMAND
RANDOLPH AFB, TEXAS 78150-5000**

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PREFACE

This report presents the results of a detailed Air Force Occupational Survey of the Still Photographic career ladder (AFSC 231X2). Authority for conducting occupational surveys is contained in AFR 35-2. Computer products used in this report are available for use by operations and training officials.

Chief Master Sergeant Jeffrey L. Milligan, Inventory Development Specialist, developed the survey instrument; First Lieutenant Lester A. Ball, Occupational Analyst, analyzed the data and wrote the final report. Master Sergeant Cornelia J. Wharton provided computer programming support, and Mr Richard G. Ramos provided administrative support. Lieutenant Colonel Johnny M. Collins, Chief, Airman Analysis Section, Occupational Analysis Flight, USAF Occupational Measurement Squadron, reviewed and approved this report for release.

Copies of this report are distributed to Air Staff sections, major commands, and other interested training and management personnel. Additional copies are available upon request to the USAF Occupational Measurement Squadron, Attention: Chief, Occupational Analysis Flight (OMY), Randolph AFB, Texas 78150-5000 (DSN 487-6623).

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SUMMARY OF RESULTS

1. Survey Coverage: The Still Photographic (AFSC 231X2) career ladder was surveyed to obtain current task and equipment data for use in examining current training programs. Survey results are based on 406 responses from AFSC 231X2 personnel, which constitute 61 percent of the assigned population. Personnel in the Superintendent and Chief Enlisted Manager (CEM) levels were not surveyed.
2. Specialty Jobs: Structure analysis identified two job clusters and four independent job types. Personnel in the General Photographer cluster comprise 65 percent of the sample and perform a wide variety of technical tasks related to shooting photographs and performing laboratory duties. Members of the Photo Lab Chief cluster (7 percent) reported performing technical and supervisory tasks. Respondents grouped in the Audiovisual Manager job (6 percent) perform supervisory and administrative functions. The three remaining jobs, which comprise 9 percent of the sample, are Photojournalist, Studio Photographer, and Color Photoprocessor.
3. Career Ladder Progression: Personnel in the Still Photographic career ladder show a typical pattern of career ladder progression. The 3- and 5-skill level personnel perform essentially a technical job. At the 7-skill level, first-line supervisors perform a mixture of technical and supervisory tasks. Specialty descriptions in AFR 39-1 provide a broad and accurate overview of tasks and duties performed within the career ladder.
4. Training Analysis: A match of survey data to the AFSC 231X2 Specialty Training Standard (STS) identified three line items on the STS not supported by survey data. A similar match of data to the Plan of Instruction (POI) for the G3ABR23132-002 course revealed that two POI objectives are not supported. Career ladder functional managers and training personnel should carefully review these nonsupported STS and POI items to justify their continued inclusion in the training documents.
5. Job Satisfaction Analysis: Overall, AFSC 231X2 respondents are generally satisfied with their jobs. When compared to other direct support personnel surveyed in 1991, AFSC 231X2 personnel show somewhat higher job satisfaction. Compared to the 1984 Still Photographic survey, job satisfaction improved slightly for first-enlistment personnel, decreased slightly for second-term airmen, and stayed about the same for career airmen. Personnel in the Photojournalist job are more satisfied with their jobs than members of the other groups.
6. Implications: The identified structure for the AFSC 231X2 career ladder in the present survey was similar to that of 1984. The AFR 39-1 job descriptions accurately describe the jobs and tasks performed by personnel at all skill levels, and job satisfaction was positive for the jobs identified. The overall analysis of the training documents suggests that only slight modifications to the STS and the POI may be needed.

OCCUPATIONAL SURVEY REPORT
STILL PHOTOGRAPHIC CAREER LADDER
(AFSC 231X2)

INTRODUCTION

This is a report of an occupational survey of the Still Photographic career ladder conducted by the Occupational Analysis Flight, USAF Occupational Measurement Squadron. The HQ ATC Intelligence/Space Training Division (TTOI) requested this survey to project, plan, and develop Career Development Courses, Specialty Training Standards (STS), and training for this career ladder due to technological advancements associated with electronic imaging. The last survey pertaining to this career ladder was published in May 1984.

Background

As described in the AFR 39-1 Specialty Descriptions for AFSC 23112/32/52, 3- and 5-skill level members are responsible for preparing for still photographic assignments, selecting appropriate lenses and accessories to acquire still media imagery in various environments, coordinating photographic layouts, coordinating aerial photography missions with aircrews, operating laboratory equipment, processing film, reproducing still media imagery, mixing photographic chemistry, performing clinical and surgical documentation, and performing photojournalism duties.

In addition, 7-skill level members are also responsible for administering operating expenditures, preparing future operating budget estimates, and ensuring operator preventive maintenance and periodic equipment calibration.

Initial 3-skill level training for AFSC 231X2 personnel is provided through a 13-week, 2-day course at Lowry AFB CO. This Category B, interservice course provides training to active duty, reserve, and allied personnel. The Apprentice Still Photographic Specialist course, G3ABR23132002, covers theory and application of photographic fundamentals, chemistry, optics, sensitized materials, light sources, exposure and processing black-and-white films; printing black-and-white negatives; camera operations for general, specialized, and reproduction photography; portraiture; exposure and processing color reversal film; color slide reproduction; exposure, processing, and printing color negatives; sensitometric procedures; and electronic imaging techniques.

Entry into the career ladder currently requires an Armed Forces Vocational Aptitude Battery general score of 43 and an X factor of H (50 lbs).

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SURVEY METHODOLOGY

Inventory Development

The data collection instrument for this occupational survey was USAF Job Inventory AFPT 90-231-928, dated 23 January 1991. A tentative task list was prepared after reviewing pertinent career ladder publications and directives and tasks from the previous AFSC 231X2 Occupational Survey Report (OSR). The preliminary task list was refined and validated through personal interviews with 51 subject-matter experts (SMEs) representing a variety of major commands (MAJCOM) at the following locations:

<u>BASE</u>	<u>REASON FOR VISIT</u>
Lowry AFB CO	Location of ATC Technical Training School
Peterson AFB CO	Only photo lab belonging to Space Command
Davis-Monthan AFB AZ	Typical TAC unit
Kirtland AFB NM	Audio Visual Services (AVS) unit with large photo lab
Lackland AFB TX	Large medical photo lab at Wilford Hall
Kelly AFB TX	Modern equipment, including electronic imaging systems
Brooks AFB TX	Supports research projects with specialized equipment
Vandenberg AFB CA	Supports launch facility; two photojournalists assigned
Offutt AFB NE	Provides typical base support functions; high volume black and white processing
Langley AFB VA	Large number of photographers assigned
Charleston AFB SC	Performs extensive travel in support of worldwide missions

Other personnel contacted included Air Force Military Personnel Center classification personnel, functional and resource managers, the Air Force functional manager, and the HQ ATC Training Staff Officer for AFSC 231X2.

The resulting job inventory contained a comprehensive listing of 416 tasks grouped under 11 duty headings, with a background section requesting such information as grade, job title, time in present job, time in service, job satisfaction, and equipment maintained in performance of the incumbent's job.

Survey Administration

From June through October 1991, Military Personnel Flights at operational bases worldwide administered the inventory to all eligible DAFSC 231X2 personnel. Members eligible for the survey consisted of the total assigned 3-, 5-, and 7-skill level population, excluding the following: (1) hospitalized personnel; (2) personnel in transition for a permanent change of station; (3) personnel retiring during the time inventories were administered to the field; and (4) personnel in their job less than 6 weeks. Participants were selected from a computer-generated mailing list obtained from personnel data tapes maintained by the Human Resources Directorate, Armstrong Laboratory.

Each individual who completed the inventory first filled in an identification and biographical information section and then checked each task performed in the member's current job. After checking all tasks performed, each individual then rated each task on a 9-point scale showing relative time spent on that task, as compared to all other tasks checked. The ratings ranged from one (very small amount time spent) through five (about average time spent) to nine (very large amount spent).

To determine relative time spent for each task checked by a respondent, all of the incumbent's ratings are assumed to account for 100 percent of the member's time spent on the job and are summed. Each task rating is then divided by the total task ratings and multiplied by 100 to provide a relative percentage of time for each task. This procedure provides a basis for comparing tasks in terms of both percent members performing and average percent time spent.

Survey Sample

Personnel were selected to participate in this survey so as to ensure an accurate representation across major commands and military paygrades. Table 1 reflects the percentage distribution, by MAJCOM, of assigned AFSC 231X2 personnel as of May 1991. The 406 respondents in the final sample represent 61 percent of all assigned AFSC 231X2 personnel. Table 2 reflects the percentage distribution by paygrade groups. As shown by both tables, the survey sample accurately reflects the overall AFSC 231X2 population.

Task Factor Administration

Job descriptions alone do not provide sufficient data for making decisions about career ladder documents or training programs. Task factor information is needed for a complete analysis of the career ladder. To obtain

TABLE 1
AFSC 231X2 MAJCOM DISTRIBUTION

<u>COMMAND</u>	<u>PERCENT OF ASSIGNED</u>	<u>PERCENT OF SAMPLE</u>
MAC	55	54
TAC	19	21
PACAF	9	9
SAC	3	4
AFSC	3	2
AFSPACECOM	1	2
USAFA	1	1
ATC	1	2
OTHER	8	4*

Total Assigned as of May 1991: 661
 Total Eligible for Survey: 579**
 Total in Sample: 406
 Percent of Eligible in Sample: 70%
 Percent of Assigned in Sample: 61%

* Includes USAFE, AFOSI, AU, ESC, AFLC, EUR, JMMC, AFELEM, AFSINC, and AFESC

** Excludes those in PCS, retirement, discharge, or hospital status; and those with less than 6 weeks on the job

NOTE: Columns may not add to 100 percent due to rounding

TABLE 2
PAYGRADE DISTRIBUTION OF AFSC 231X2

<u>PAYGRADE</u>	<u>PERCENT OF ASSIGNED*</u>	<u>PERCENT OF SAMPLE</u>
AIRMAN	18	21
E4	31	31
E5	23	25
E6	13	12
E7	12	9
E8	2	2

* As of May 1991

NOTE: Columns may not add to 100 percent due to rounding

the needed task factor data, selected senior AFSC 231X2 personnel (generally E-6 or E-7 technicians) also completed a second booklet for either training emphasis (TE) or task difficulty (TD). These booklets were processed separately from the job inventories. This information is used in a number of different analyses discussed in more detail within the report.

Task Difficulty (TD). Each individual completing a TD booklet was asked to rate all inventory tasks on a 9-point scale (from extremely low to extremely high) as to the relative learning difficulty of each task. Difficulty is defined as the length of time required by the average incumbent to learn to do the task. TD data were independently collected from 34 experienced 7-skill level personnel stationed worldwide. Interrater reliability was calculated and found acceptable. Ratings were standardized, so tasks have an average difficulty rating of 5.00, with a standard deviation of 1.00. The resulting data yield essentially a rank ordering of tasks indicating the degree of difficulty for each task in the inventory.

Training Emphasis (TE). Individuals completing TE booklets were asked to rate tasks on a 10-point scale from no training required to extremely high amount of training emphasis. TE is a rating of which tasks require emphasis in structured training for first-term personnel. Structured training is defined as training provided at resident technical schools, field training detachments (FTD), mobile training teams (MTT), formal OJT, or any other organized training method. TE data were independently collected from 29 experienced 7-skill level personnel stationed worldwide. As with TD ratings, the interrater reliability was also acceptable. In this specialty, tasks rated high in TE have ratings of 5.51 and above, with an average rating of 3.71. As was discussed in the TD section above, TE data may also be used to rank order tasks, indicating those tasks which senior NCOs in the field consider the most important for the first-term airmen to know.

When used in conjunction with the primary criterion of percent members performing, TD and TE ratings can provide insight into first-term personnel training requirements. Such insights may suggest a need for lengthening or shortening portions of instruction supporting AFS entry-level jobs.

SPECIALTY JOBS (Career Ladder Structure)

Each USAF occupational analysis begins with an examination of the career ladder structure. The structure of jobs within the Still Photographic career ladder was examined on the basis of similarity of tasks performed and the percent of time spent ratings provided by job incumbents, independent of other specialty background factors.

Each individual in the sample performs a set of tasks called a job. An automated job clustering program organizes individual jobs into similar units of work. This hierarchical grouping program is a basic part of the Comprehensive Occupational Data Analysis Program (CODAP) system for job analysis. Each

individual job description (all the tasks performed by that individual and the relative amount of time spent on those tasks) in the sample is compared to every other job description in terms of tasks performed and the relative amount of time spent on each task in the job inventory. The automated system locates the two job descriptions with the most similar tasks and percent time ratings and combines them to form a composite job description. In successive stages, the system adds new members to initial groups, or forms new groups based on the similarity of tasks performed and similar time ratings in the individual job descriptions.

The basic identifying group used in the hierarchical job structuring process is the job type. When there is a substantial degree of similarity between job types, they are grouped together and identified as a cluster. Specialized job types too dissimilar to fit within a cluster are labeled an independent job type (IJT). The job structure resulting from this grouping process (the various jobs within the career ladder) can be used to evaluate the accuracy of career ladder documents (AFR 39-1 Specialty Descriptions and STSs) and to gain a better understanding of current utilization patterns. The above terminology will be used in the discussion of the 231X2 career ladder structure.

Overview of Specialty Jobs

Based on the similarity of tasks performed and the amount of time spent performing each task, two clusters and four independent job types were identified within the survey sample. Figure 1 illustrates the division of jobs performed by AFSC 231X2 personnel. A listing of these jobs is provided below. Table 3 presents the relative time spent by respondents in each duty. The stage (ST) number shown beside each title references computer-printed information; the letter ("N") stands for the number of personnel in each group.

- I. GENERAL PHOTOGRAPHER CLUSTER (ST052, N=262)
- II. PHOTO LAB CHIEF CLUSTER (ST055, N=29)
- III. AUDIOVISUAL MANAGER IJT (ST046, N=24)
- IV. PHOTOJOURNALIST IJT (ST039, N=22)
- V. STUDIO PHOTOGRAPHER IJT (ST036, N=9)
- VI. COLOR PHOTOPROCESSOR IJT (ST045, N=10)

The respondents forming these groups account for 88 percent of the survey sample. The remaining 12 percent were performing tasks or series of tasks which did not group with any of the defined jobs. Job titles given by these respondents included Combat Camera, Type Support Specialist, Command Visual Information Manager, Color Production Chief, NATO Photographer, Intel Imagery Production, Instructor, and Mobility NCO.

AFSC 231X2
CAREER LADDER JOBS

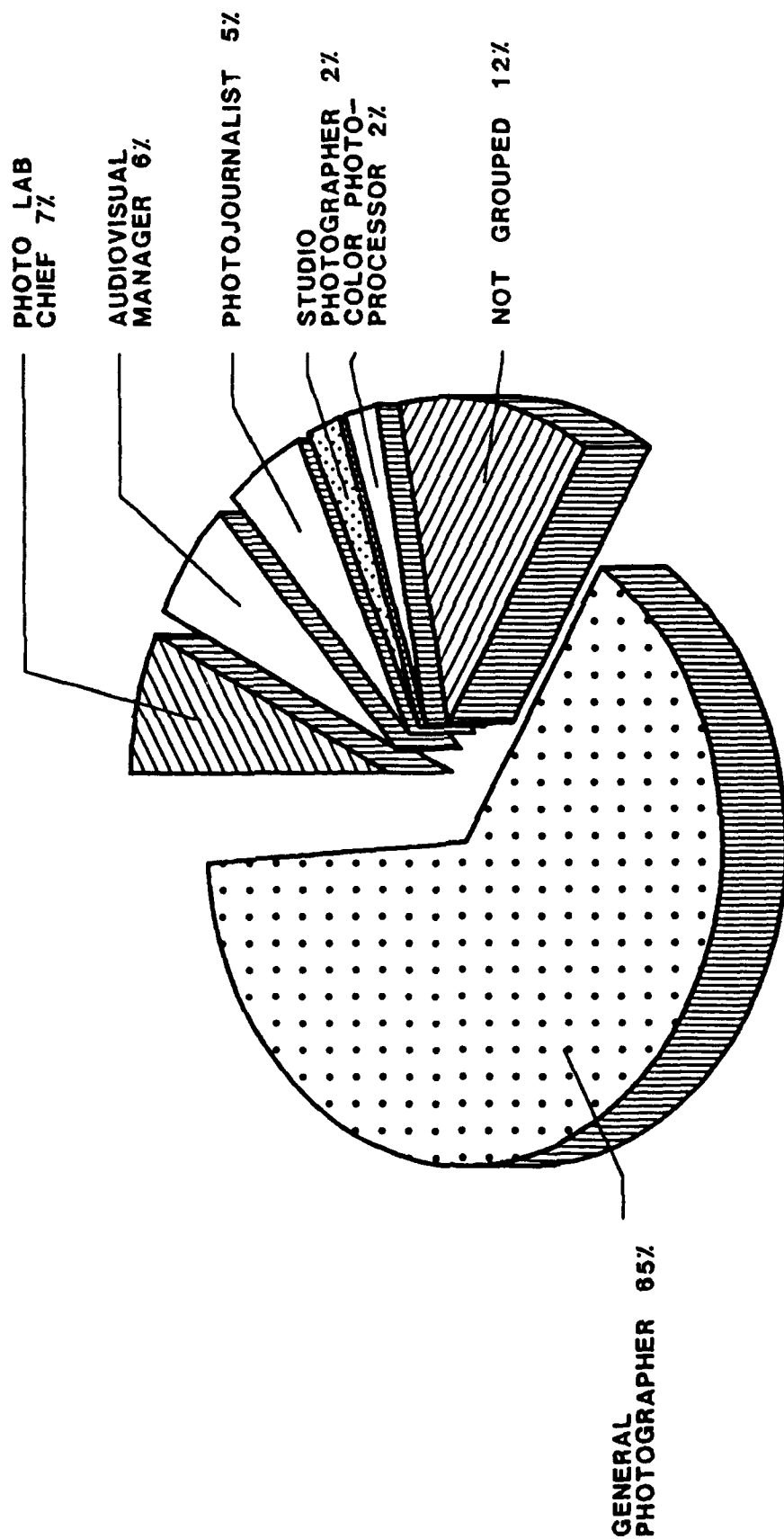


FIGURE 1

TABLE 3

DISTRIBUTION OF DUTY TIME SPENT BY MEMBERS OF CAREER LADDER
(RELATIVE PERCENT OF JOB TIME)

DUTIES	GENERAL PHOTOGRAPHER (ST052) (N=262)	PHOTO LAB CHIEF (ST055) (N=29)	AUDIO- VISUAL MANAGER (ST046) (N=24)	PHOTO- JOURNALIST (ST039) (N=22)	STUDIO PHOTOGRAPHER (ST036) (N=9)	COLOR PHOTO- PROCESSOR (ST045) (N=10)
A ORGANIZING AND PLANNING	2	8	20	4	2	1
B DIRECTING AND IMPLEMENTING	2	9	21	5	1	*
C INSPECTING AND EVALUATING	2	8	22	4	1	*
D TRAINING	2	5	7	2	*	*
E PERFORMING ADMINISTRATIVE AND SUPPLY FUNCTIONS	10	21	25	14	25	8
F DETERMINING PHOTOGRAPHIC EXPOSURES	9	8	*	17	10	10
G PERFORMING PHOTOGRAPHIC ASSIGNMENTS	30	23	3	45	48	27
H PROCESSING AND PRINTING BLACK AND WHITE (BW) MATERIALS	10	4	*	1	1	*
I PROCESSING AND PRINTING COLOR MATERIALS	13	3	1	1	6	28
J PERFORMING GENERAL PHOTO LABORATORY DUTIES	19	9	1	1	6	25
K PERFORMING ELECTRONIC IMAGING ASSIGNMENTS	1	1	*	6	0	0

* Denotes less than 1 percent

NOTE: Columns may not add to 100 percent due to rounding

Table 4 displays selected background information, such as DAFSC distributions across each group, predominant paygrades, average months in service (i.e., TAFMS), and average number of tasks performed. For example, Table 4 shows that the General Photographer cluster has 262 members who have an average paygrade of E-4 and perform an average of 156 tasks.

Group Descriptions

The following paragraphs contain brief descriptions of the six jobs identified through the career ladder structure analysis. Appendix A lists representative tasks for each group.

I. GENERAL PHOTOGRAPHER CLUSTER (ST052, N=262). The 262 members of this job represent 65 percent of the total survey sample. Members of the General Photographer job perform a wide variety of tasks within the specialty. They are responsible for essentially the full range of functions of the career ladder, including shooting photographs, processing and printing film, performing administrative and supply tasks, and providing customer assistance. This group also includes medical photographers who perform essentially the same tasks as other photographers, but perform them at medical facilities. A majority of this group are in the grades of E-4 and E-5 and report an average of 7 years' time in the service. Thirty-seven percent are in their first enlistment, and 64 percent report holding the 5-skill level. Two-thirds are assigned in the continental United States. Representative tasks performed by members of this job include:

- adjusting lens apertures or shutter speeds
- shooting photographs of awards and presentations
- loading film in cameras
- selecting negatives for printing
- burning-in prints
- selecting camera angles
- shooting photographs of groups
- cleaning laboratories
- shooting photographs for legal or criminal investigation
- use mounting slides
- providing face-to-face customer assistance

II. PHOTO LAB CHIEF CLUSTER (ST055, N=29). The 29 members of this group represent 7 percent of the total survey sample. These members perform both supervisory and technical duties. Members spend 51 percent of their relative duty time on tasks pertaining to supervising, administering, and training (Duties A through E). Twenty-three percent of their time is spent performing photographic assignments (Duty G). Job titles given by respondents, which were representative of these personnel, include NCOIC Photo Lab, Assistant Visual Information Manager, and Chief of Photography. Representative tasks for this group include:

TABLE 4

SELECTED BACKGROUND DATA FOR SPECIALTY JOBS

	GENERAL PHOTOGRAPHER (ST052)	PHOTO LAB CHIEF (ST055)	AUDIO- VISUAL MANAGER (ST046)	PHOTO- JOURNALIST (ST039)	STUDIO PHOTOGRAPHER (ST036)	COLOR PHOTO- PROCESSOR (ST045)
NUMBER IN GROUP	262	29	24	22	9	10
PERCENT OF SAMPLE	65%	7%	6%	5%	2%	2%
PERCENT IN CONUS	65%	83%	67%	82%	67%	88%
DAFSC DISTRIBUTION (PERCENT)						
23132	21%	3%	0%	0%	33%	20%
23152	64%	38%	8%	45%	56%	70%
23172	15%	59%	92%	55%	11%	10%
AVERAGE PAYGRADE	E-4	E-6	E-7	E-6	E-4	E-4
AVERAGE T1CF (MOS)	72	140	181	134	58	49
AVERAGE TAFMS (MOS)	83	172	229	164	69	66
PERCENT IN FIRST ENLISTMENT	37%	0%	0%	5%	55%	40%
PERCENT SUPERVISING	41%	90%	87%	45%	22%	20%
AVERAGE NUMBER OF TASKS PERFORMED	156	140	70	118	39	77

- planning work assignments
- adjusting lens apertures or shutter speeds
- determining cameras and lenses for workorder assignments
- scheduling appointments
- loading film in cameras
- responding to customer inquiries or complaints
- coordinating mission requirements with requestors
- operationally checking cameras and accessories
- informing customers of workorder completions
- providing face-to-face customer assistance
- determining work priorities
- researching status of work orders
- providing telephone customer assistance

Members of this group are almost evenly divided among E-5s, E-6s, and E-7s; they average 14 years 4 months time in the service. Eighty-three percent of the group is assigned in the continental United States.

III. AUDIOVISUAL MANAGER IJT (ST046, N=24). The 24 members of this group represent 6 percent of the total survey sample. These members perform supervisory duties almost exclusively. Very little time is spent shooting photographs or processing film. Members spend 95 percent of their relative duty time on tasks pertaining to supervising, administration, and training (Duties A through E). Job titles given by respondents, which were representative of these personnel, include Visual Information Manager, Operating Location Chief, and Detachment Chief. Representative tasks for this group include:

- writing correspondence
- determining requirements for space, personnel, equipment, or supplies
- conducting performance feedback worksheet (PFW) sessions
- conducting staff meetings
- counseling personnel on personal or military-related problems
- writing EPRs
- providing face-to-face customer assistance
- responding to customer inquiries or complaints
- interpreting policies, directives, or procedures for subordinates
- establishing organizational policies, office instructions, (OIs), or standard operating procedures (SOPs)
- evaluating inspection reports or procedures
- analyzing workload requirements

Members of the Audiovisual Manager job have an average TAFMS of 19 years, and the majority are master sergeants. Two thirds are assigned in the continental United States.

IV. PHOTOJOURNALIST IJT (ST039, N=22). The 22 members of this group, all of whom are male, represent 5 percent of the total survey sample. Sixty-two percent of their time is spent performing tasks in two duties: performing photographic assignments and determining photographic exposures. Very little time is spent performing general lab duties or processing and printing black and white or color materials. Regarding technology advances in the career ladder, 82 percent of this group reported using or operating some type of electronic imaging equipment. By comparison, only 14 percent of the members of the other five identified jobs reported using this equipment. Job titles given by respondents which were representative of these personnel include Photojournalist, Command Photojournalist, Aerial Photojournalist, and Combat Photographer. Representative tasks for this group include:

- selecting camera angles
- adjusting lens apertures or shutter speeds
- balancing exposures for electronic flash units to match existing ambient light
- operationally checking cameras and accessories
- selecting camera filters
- coordinating mission requirements with requestors
- selecting film for assignments
- operationally checking lighting equipment
- loading film in cameras
- performing operator maintenance on cameras or camera accessories
- determining exposures using electronic flash units in automatic mode
- performing specialized exposure for multiple flash

Only 4 of these 22 personnel are located overseas, and the group's average TAFMS is 13 years, 8 months. Half of the group are staff sergeants; four are technical sergeants; six are master sergeants; and one is an airman first class.

V. STUDIO PHOTOGRAPHER IJT (ST036, N=9). The nine members of this group represent 2 percent of the total survey sample. Like the Photojournalists, this job focuses on shooting photographs with very little time spent on processing and printing film. However, members of this group are junior personnel, work in studios, and spend more time providing customer assistance. All respondents gave their job titles as Still Photographer, Still Photographic Specialist, or Still Photographic Technician. Representative tasks for this group include:

- shooting official studio portraits
- shooting studio full-length photographs
- adjusting lens apertures or shutter speeds
- posing subjects for portraits

- positioning lighting controls, such as diffusers, barndoors, reflectors, umbrellas, or light banks
- shooting photographs of awards and presentations
- shooting passport or identification photographs
- positioning lights using lighting techniques, such as broad lighting, short lighting, or butterfly lighting
- calculating or setting up lighting ratios
- filing negatives, prints, or slides
- providing face-to-face customer assistance
- providing telephone customer assistance
- scheduling appointments

Overall, they have an average TAFMS of 5 years 9 months, and the majority are in the grade of E-4. Six of the nine are assigned in the continental United States.

VI. COLOR PHOTOPROCESSOR IJT (ST045, N=10). The 10 members of this group represent 2 percent of the total survey sample. While the members of this group still perform photographic assignments, the majority of their time is spent performing tasks from two duties: processing and printing color materials and performing general photo laboratory duties. Job titles given by respondents, which were representative of these personnel, include Still Photographer, Still Photographic Specialist, and Color Printer. Representative tasks for this group include:

- adjusting lens apertures or shutter speeds
- shooting photographs of awards and presentations
- duplicating slides
- loading film in cameras
- visually inspecting finished photographic products
- reading control strips using reflectance or transmission densitometers
- adding chemicals to automatic color film processors
- maintaining chemical levels in processing solution tanks
- cleaning laboratories
- mixing color chemistries
- balancing exposures for electronic flash units to match existing ambient light
- mounting slides
- determining exposure and filtration for color materials
- cleaning automatic color film processing equipment
- operationally checking color processing equipment

Members of the Color Photoprocessor job have an average TAFMS of 5 1/2 years, 6 of the 10 respondents are in the grade of E-4, and 8 are assigned in the continental United States.

Comparison of Current Group Descriptions to Previous Study

The results of the specialty job analysis were compared to the previous OSR, AFPT 90-231-435, dated May 1984. Table 5 lists the major jobs identified in the 1992 report and their equivalent jobs from the 1984 OSR. A review of the jobs performed by the current sample indicates that all the 1992 job groups were matched to similar job groups identified in the 1984 report.

The identified career ladder structure for the AFSC 231X2 career ladder in the present survey indicates a lesser degree of specialization among respondents. As an indication, 65 percent of career ladder personnel grouped in the General Photographer cluster, as opposed to 40 percent in the 1984 survey. The only jobs from the 1984 survey not identified were Black-and-White Photoprocessors and Field Photographers. Otherwise, the job structure of the career ladder has not significantly changed.

ANALYSIS OF DAFSC GROUPS

An analysis of DAFSC groups, in conjunction with the analysis of the career ladder structure, is an important part of each occupational survey. The DAFSC analysis identifies differences in tasks performed at the various skill levels. This information may be used to evaluate how well career ladder documents, such as AFR 39-1 Specialty Descriptions and the STS, reflect what career ladder personnel are actually doing in the field.

A comparison of the duty and task performance between DAFSCs 23132 and 23152 indicates that, while there are some minor differences, by and large, the jobs they perform are essentially the same. Therefore, they will be discussed as a combined group. Nine-skill level and CEM code personnel in the 23XXX career field were not surveyed and are not discussed in this report.

The distribution of skill-level groups across the career ladder jobs is displayed in Table 6, while Table 7 offers another perspective by displaying the relative percent time spent on each duty across the skill-level groups.

A typical pattern of progression is noted within the AFSC 231X2 career ladder, with personnel at the lower skill levels spending most of their time on technical tasks. More relative time is spent on duties involving supervisory, managerial, and administrative tasks (see Table 7, Duties A, B, C, D, and E) as they move upward to the 7-skill level. It is also obvious, however, that 7-skill level personnel are still involved with technical task performance, as will be pointed out in the specific skill-level group discussions below.

TABLE 5
JOB SPECIALTY COMPARISONS BETWEEN CURRENT AND 1984 SURVEY

<u>CURRENT SURVEY (N=406)</u>	<u>PERCENT OF SAMPLE</u>	<u>1984 SURVEY (N=576)</u>	<u>PERCENT OF SAMPLE</u>
1. GENERAL PHOTOGRAPHER CLUSTER (N=262)	65	1. GENERAL PHOTOGRAPHERS (N=231)	40
2. PHOTO LAB CHIEF CLUSTER (N=29)	7	2. LINE SUPERVISORS (N=128)	22
3. AUDIOVISUAL MANAGER IJT (N=24)	6	3. AUDIOVISUAL MANAGERS (N=47)	8
4. PHOTOJOURNALIST IJT (N=22)	5	4. PHOTOJOURNALISTS (N=23)	4
5. STUDIO PHOTOGRAPHER IJT (N=9)	2	5. STUDIO PHOTOGRAPHERS (N=10)	2
6. COLOR PHOTOPROCESSOR IJT (N=10)	2	6. COLOR PHOTOPROCESSORS (N=17)	3
		7. BLACK-AND-WHITE PHOTO- PROCESSORS (N=38)	7
		8. FIELD PHOTOGRAPHERS (N=24)	4
7. NOT GROUPED (N=50)	12	9. NOT GROUPED (N=58)	10

TABLE 6
DISTRIBUTION OF SKILL-LEVEL PERSONNEL
ACROSS CAREER LADDER JOBS

<u>JOBS</u>	<u>DAFSC 23132/23152</u> <u>(N=304)</u>		<u>DAFSC 23172</u> <u>(N=102)</u>	
	<u>NUMBER</u>	<u>PERCENT</u>	<u>NUMBER</u>	<u>PERCENT</u>
1 GENERAL PHOTOGRAPHER	223	73%	39	38%
2 PHOTO LAB CHIEF	12	4%	17	17%
3 AUDIOVISUAL MANAGER	2	1%	22	21%
4 PHOTOJOURNALIST	10	3%	12	12%
5 STUDIO PHOTOGRAPHER	8	3%	1	1%
6 COLOR PHOTOPROCESSOR	9	3%	1	1%
7 NOT GROUPED	40	13%	10	10%

TABLE 7
RELATIVE PERCENT TIME SPENT
PERFORMING DUTIES BY DAFSC GROUPS

<u>DUTIES</u>	DAFSC 23132/23152 (N=304)	DAFSC 23172 (N=102)
A ORGANIZING AND PLANNING	2	9
B DIRECTING AND IMPLEMENTING	2	10
C INSPECTING AND EVALUATING	2	9
D TRAINING	2	5
E PERFORMING ADMINISTRATIVE AND SUPPLY FUNCTIONS	11	17
F DETERMINING PHOTOGRAPHIC EXPOSURES	10	7
G PERFORMING PHOTOGRAPHIC ASSIGNMENTS	31	22
H PROCESSING AND PRINTING BLACK AND WHITE (BW) MATERIALS	9	5
I PROCESSING AND PRINTING COLOR MATERIALS	12	6
J PERFORMING GENERAL PHOTO LABORATORY DUTIES	18	9
K PERFORMING ELECTRONIC IMAGING ASSIGNMENTS	1	1

Skill-Level Descriptions

DAFSC 23132/52. The 304 airmen in the 3- and 5-skill level group (representing 75 percent of the survey sample) perform an average of 126 tasks, with 75 tasks accounting for approximately 50 percent of their time. As shown in Table 6, 73 percent of these airmen are in the General Photographer cluster. They spend approximately 31 percent of their time performing photographic assignments, while 18 percent of their time is spent performing general photo laboratory duties (see Table 7).

Examples of tasks likely to be performed by 3- and 5-skill level personnel include: adjust lens apertures or shutter speeds and load film in cameras. Table 8 displays selected representative tasks performed by a majority of these airmen.

DAFSC 23172. Seven-skill level personnel represent 25 percent of the survey sample and perform an average of 139 tasks, with 92 tasks accounting for 50 percent of their relative job time. Half of their relative job time is spent on tasks in supervisory, managerial, training, and administrative duties, with the other half of their time dedicated to technical duties (see Table 7). Table 9 lists representative tasks for these incumbents. The display of tasks in Table 9 shows these senior personnel perform the same broad range of technical tasks as junior personnel, while also being responsible for supervision in the work centers. For example, a comparison of Tables 8 and 9 reveals that each of the top 10 technical tasks performed by 3- and 5-skill level personnel are performed by a high percentage of 7-skill level personnel.

Tasks which best distinguish the 7-skill level personnel from their junior counterparts are presented in Table 10. As expected, the key difference is a greater emphasis on supervisory functions for 7-skill level airmen.

Summary

Normal career ladder progression within the AFSC 231X2 career ladder is evident, with personnel at the 3- and 5-skill levels spending the vast majority of their job time performing technical tasks. A shift toward supervisory functions occurs at the 7-skill level, although members still spend 50 percent of their relative duty time performing technical functions.

ANALYSIS OF AFR 39-1 SPECIALTY DESCRIPTIONS

Survey data were compared to the AFR 39-1 Specialty Descriptions for Still Photographic Specialists and Technicians, dated 15 March 1991, effective 30 April 1991. The descriptions for the 3-, 5-, and 7-skill levels were generally accurate, depicting the highly technical aspect of the job, as well as the increase in supervisory responsibilities previously described in the DAFSC analysis. The descriptions also capture the primary responsibilities of

TABLE 8
REPRESENTATIVE TASKS PERFORMED BY DAFSC 23132/23152
SKILL-LEVEL PERSONNEL

TASKS	PERCENT MEMBERS PERFORMING (N=304)
F137 Adjust lens apertures or shutter speeds	95
G188 Load film in cameras	90
G249 Shoot photographs of awards and presentations	86
G229 Select camera angles	85
G251 Shoot photographs of groups	83
F138 Balance exposures for electronic flash units to match existing ambient light	81
G231 Select film for assignments	81
J385 Select negatives for printing	81
J368 Mount slides	80
E121 Provide face-to-face customer assistance	79
G206 Operationally check cameras and accessories	79
G176 Determine cameras and lenses for workorder assignments	79
G241 Shoot photographs for legal or criminal investigation use	78
J344 Clean laboratories	78
J337 Burn-in prints	77
G223 Position personnel or objects to improve photographic composition	76
J360 Load film onto reels	76
J352 Dodge prints	75
G252 Shoot photographs of sporting events	75
G244 Shoot photographs for picture stories or news features	75
E128 Schedule appointments	74
G250 Shoot photographs of ground accidents	73
J350 Crop negatives during projection printing	73
J387 Select projection printer lenses	72
H290 Mix BW chemistries	72
G207 Operationally check lighting equipment	71
E126 Respond to customer inquiries or complaints	71
J394 Visually inspect finished photographic products	71
E122 Provide telephone customer assistance	71

TABLE 9
REPRESENTATIVE TASKS PERFORMED BY DAFSC 23172
SKILL-LEVEL PERSONNEL

TASKS	PERCENT MEMBERS PERFORMING (N=102)
E121 Provide face-to-face customer assistance	85
E126 Respond to customer inquiries or complaints	85
A4 Determine work priorities	82
E122 Provide telephone customer assistance	79
B21 Counsel personnel on personal or military-related problems	79
B40 Write correspondence	77
F137 Adjust lens apertures or shutter speeds	77
C42 Conduct performance feedback worksheet (PFW) sessions	75
G188 Load film in cameras	75
A3 Determine requirements for space, personnel, equipment, or supplies	74
C41 Analyze work load requirements	73
C59 Write EPRs	72
A19 Schedule leaves or passes	71
G169 Coordinate mission requirements with requestors	71
G229 Select camera angles	70
G206 Operationally check cameras and accessories	70
A12 Establish performance standards for subordinates	69
F138 Balance exposures for electronic flash units to match existing ambient light	69
A18 Plan work assignments	68
E124 Research status of workorders	68
E114 Make entries on AF Forms 833 (Visual Information Support Request)	67
E93 Inform customers of workorder completions	67
G176 Determine cameras and lenses for workorder assignments	67
G211 Perform operator maintenance on cameras or camera accessories	66
G231 Select film for assignments	66
B38 Supervise Still Photographic Specialists (AFSC 23152)	65
A1 Assign personnel to duty positions	65
F150 Determine exposures using electronic flash units in automatic mode	65
G207 Operationally check lighting equipment	65
G249 Shoot photographs of awards and presentations	60
G251 Shoot photographs of groups	60
J385 Select negatives for printing	60
J368 Mount slides	60

TABLE 10

REPRESENTATIVE TASK DIFFERENCES BETWEEN
DAFSC 23132/23152 AND DAFSC 23172 PERSONNEL
(PERCENT MEMBERS PERFORMING)

<u>TASKS</u>	<u>DAFSC 23132/23152 (N=304)</u>	<u>DAFSC 23172 (N=102)</u>	<u>DIFFERENCE</u>
J344 Clean laboratories	78	49	29
J360 Load film onto reels	76	47	29
J362 Maintain chemical levels in processing solution tanks	67	38	29
J378 Prepare friskets	64	36	28
H271 Clean automatic BW print processors	63	35	28
J347 Collect photographic materials or solutions for silver recovery program			
G249 Shoot photographs of awards and presentations	65	38	27
I322 Perform daily start-up procedures on automated printer processors, including minilabs	86	60	26
J352 Dodge prints	57	31	26
	75	49	26
<hr/>			
B40 Write correspondence	19	77	-58
A19 Schedule leaves or passes	18	71	-53
A11 Establish organizational policies, office instructions, (OIs), or standard operating procedures (SOPs)	16	68	-52
B21 Counsel personnel on personal or military-related problems	31	79	-48
A3 Determine requirements for space, personnel, equipment, or supplies	26	74	-48
C42 Conduct performance feedback worksheet (PFW) sessions	30	76	-46
A2 Assign sponsors for newly assigned personnel	9	55	-46
A12 Establish performance standards for subordinates	24	69	-45

members in the six jobs identified by the job structure analysis process; however, as use of electronic imaging equipment increases, specialty descriptions will probably require fine-tuning.

TRAINING ANALYSIS

Occupational survey data represent one of many sources of information which can be used to assist in the development of a training program relevant to the needs of personnel in their first enlistment. Factors which may be used in evaluating training include the overall description of the job being performed by first-enlistment personnel, overall distribution across career ladder jobs, percentages of first-job (1-24 month TAFMS) or first-enlistment (1-48 months TAFMS) members performing specific tasks or using certain equipment or materials, as well as TE and TD ratings (previously explained in the SURVEY METHODOLOGY section).

First-Enlistment Personnel

In this study, there are 126 members in their first enlistment (1-48 months TAFMS), representing 31 percent of the survey sample. The job performed by these personnel covers the full range of Still Photographic activities. As displayed in Table 11, approximately 97 percent of their duty time is devoted to technical or administrative task performance, the majority of which is contained in two duty areas: Performing Photographic Assignments (34 percent) and Performing General Photo Laboratory Duties (20 percent). The vast majority of first-term personnel are involved in day-to-day Still Photographic activities. Table 12 displays some of the tasks performed by first-enlistment personnel. These tasks represent the full range of tasks performed by first-term personnel. Examples include: adjust lens apertures or shutter speeds and load film in cameras.

Within the groups identified in the SPECIALTY JOBS section of this report, first-term personnel were present in four of the six jobs. As shown in Figure 2, 77 percent of first-term personnel surveyed are grouped in the General Photographer cluster.

Training Emphasis and Task Difficulty Data

Training emphasis (TE) and task difficulty (TD) data are secondary factors that can assist technical school personnel in deciding which tasks should be emphasized in entry-level training. These ratings, based on the judgments of senior career ladder NCOs working at operational units in the field, are collected to provide training personnel with a rank-ordering of those tasks considered important for first-term airman training (TE), along with a measure of the difficulty of those tasks (TD). When combined with data on the percentages of first-enlistment personnel performing tasks, comparisons can be made to determine if training adjustments are necessary. For example,

TABLE 11
RELATIVE TIME SPENT
ON DUTIES BY FIRST-ENLISTMENT PERSONNEL
(N=126)

<u>DUTIES</u>	<u>PERCENT TIME SPENT</u>
A ORGANIZING AND PLANNING	1
B DIRECTING AND IMPLEMENTING	*
C INSPECTING AND EVALUATING	*
D TRAINING	*
E PERFORMING ADMINISTRATIVE AND SUPPLY FUNCTIONS	9
F DETERMINING PHOTOGRAPHIC EXPOSURES	11
G PERFORMING PHOTOGRAPHIC ASSIGNMENTS	34
H PROCESSING AND PRINTING BLACK AND WHITE (BW) MATERIALS	11
I PROCESSING AND PRINTING COLOR MATERIALS	12
J PERFORMING GENERAL PHOTO LABORATORY DUTIES	20
K PERFORMING ELECTRONIC IMAGING ASSIGNMENTS	*

* Denotes less than 1 percent

NOTE: Columns may not add to 100 percent due to rounding

TABLE 12
REPRESENTATIVE TASKS PERFORMED
BY 231X2 FIRST-ENLISTMENT PERSONNEL

TASKS	PERCENT MEMBERS PERFORMING (N=126)
F137 Adjust lens apertures or shutter speeds	95
G188 Load film in cameras	94
G249 Shoot photographs of awards and presentations	89
G229 Select camera angles	85
G251 Shoot photographs of groups	84
G252 Shoot photographs of sporting events	84
G241 Shoot photographs for legal or criminal investigation use	83
J337 Burn-in prints	82
J344 Clean laboratories	81
J385 Select negatives for printing	81
J368 Mount slides	80
G231 Select film for assignments	79
G176 Determine cameras and lenses for workorder assignments	79
J360 Load film onto reels	79
G244 Shoot photographs for picture stories or news features	79
G250 Shoot photographs of ground accidents	79
J352 Dodge prints	77
F138 Balance exposures for electronic flash units to match existing ambient light	77
H290 Mix BW chemistries	75
G223 Position personnel or objects to improve photographic composition	74
G238 Shoot photographs for editorial or spot news use	74
J350 Crop negatives during projection printing	74
J387 Select projection printer lenses	74
E121 Provide face-to-face customer assistance	74
E128 Schedule appointments	74
G218 Pose subjects for portraits	72
G236 Shoot passport or identification photographs	71
G230 Select camera filters	71
J354 Dry processed film using film drying cabinets	71

CAREER LADDER JOBS

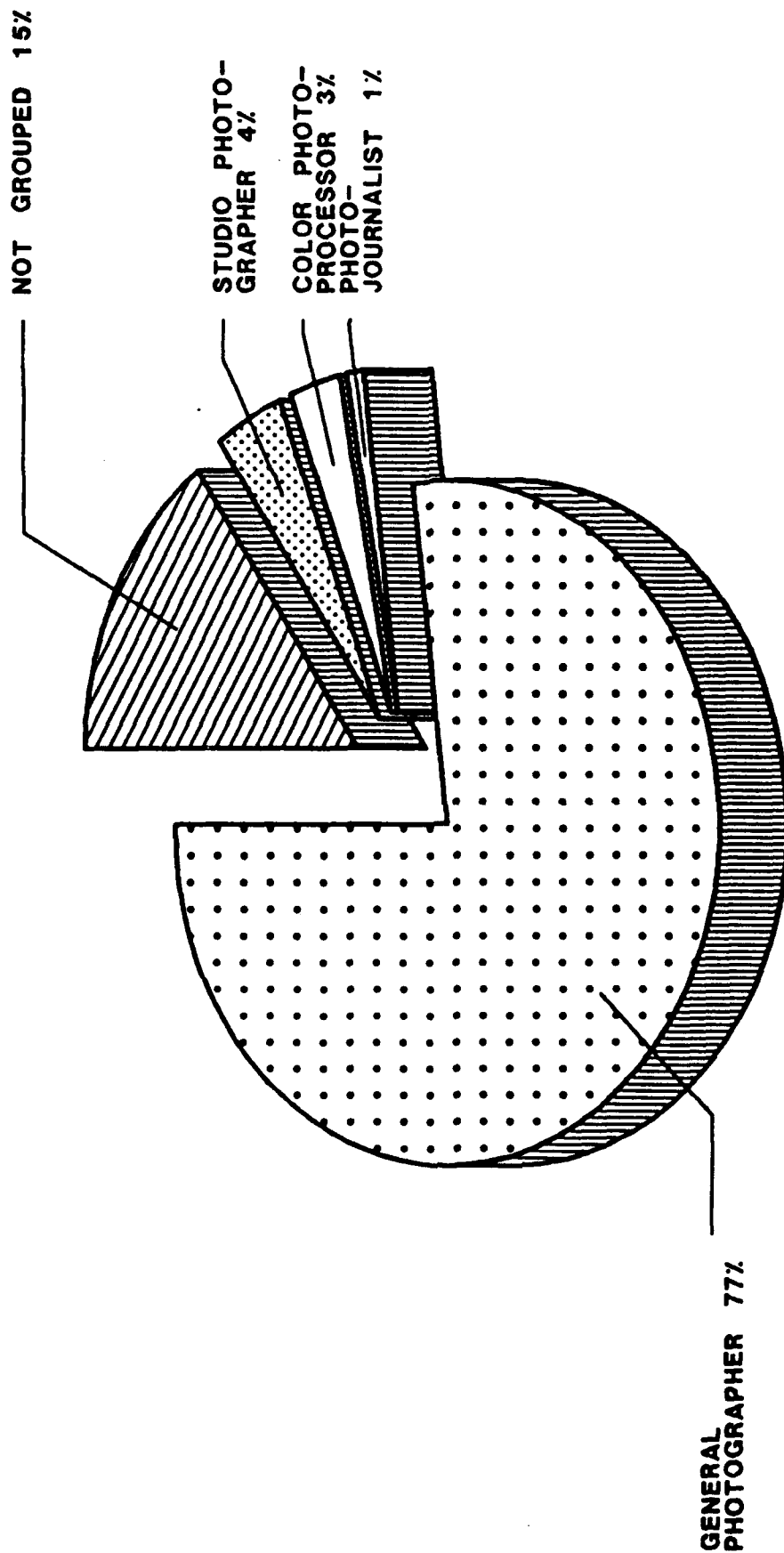


FIGURE 2

tasks receiving high ratings on both task factors, accompanied by moderate to high percentages performing, may warrant resident training. Those tasks receiving high task factor ratings, but low percentages performing, may be more appropriately planned for OJT programs within the career ladder. Low task factor ratings may highlight tasks best omitted from training for first-term personnel, but this decision must be weighed against percentages of personnel performing the tasks, command concerns, and criticality of the tasks.

To help in this determination, an Automated Training Indicator (ATI) is computed for each task in the inventory. ATI combines first-enlistment percent members performing, TE, and TD data to compute training decisions based on ATCR 52-22, Atch 1. The computed ATI is numbered 1 to 18, with an 18 being the highest level of training indicated. An ATI of seven or less leads to a training decision of OJT only. To illustrate how the ATI is computed, if a task has received high TE and TD ratings, and also has a high percentage of first-term members performing, then a high rating is assigned to the task. With a high ATI rating, strong recommendations can be made to emphasize training the task in a resident training course.

Tasks having the highest TE ratings are listed in Table 13. Included for each task are the percentage of first-job and first-enlistment personnel performing and the TD rating. As illustrated in Table 13, most of these tasks pertain to shooting photographs. The senior NCOs who completed the TE survey rated processing and printing tasks slightly lower in training emphasis.

Table 14 lists the tasks having the highest TD ratings. The percentage of first-enlistment, 5-, and 7-skill level personnel performing, and the TE ratings are also included for each task. Most of these tasks relate to supervising, training, and electronic imaging. Overall, these tasks are not performed by many airmen and have low TE ratings.

Various lists of tasks, accompanied by TE and TD ratings, are contained in the TRAINING EXTRACT package and should be reviewed in detail by technical school personnel. For a more detailed explanation of TE and TD ratings, see Task Factor Administration in the SURVEY METHODOLOGY section of this report.

Specialty Training Standard (STS)

A comprehensive review of STS 231X2 was made by comparing survey data to STS elements. To assist specifically in the examination of the STS, technical school personnel from the Lowry Training Center matched job inventory tasks to appropriate sections and subsections of the STS. A complete computer listing displaying the percent members performing tasks, TE, and TD ratings for each task, along with the STS matchings, has been forwarded to the technical school for their use in further review of training documents. STS elements with performance objectives were reviewed in terms of TE, TD, and percent members performing information, as stipulated in ATCR 52-22, dated February 1989. STS paragraphs containing general knowledge information, subject-matter knowledge requirements, or supervisory responsibilities were not reviewed. Typically, tasks performed by 20 percent or more of personnel in appropriate experience

TABLE 13

TASKS RATED HIGHEST IN TRAINING EMPHASIS (TE)
231X2

TASKS	TNG EMP*	PERCENT MEMBERS PERFORMING		TASK DIFF**
		1ST JOB (N=57)	1ST ENL (N=126)	
F137 Adjust lens apertures or shutter speeds	7.48	93	95	3.82
G176 Determine cameras and lenses for workorder assignments	7.24	77	79	4.22
G218 Pose subjects for portraits	7.24	63	72	5.15
G235 Shoot official studio portraits	7.14	61	68	5.68
G206 Operationally check cameras and accessories	7.03	63	67	3.95
F138 Balance exposures for electronic flash units to match existing ambient light				
F143 Calculate or set up lighting ratios	6.86	72	77	5.26
G217 Pose subjects for photographs other than portraits	6.83	51	56	5.55
G229 Select camera angles	6.72	65	70	5.04
E121 Provide face-to-face customer assistance	6.72	82	85	4.70
F150 Determine exposures using electronic flash units in automatic mode	6.66	61	74	4.53
G221 Position lights for location assignments, such as multiple flash or light reflectors	6.66	67	65	3.90
F152 Determine exposures using incident light meters	6.66	35	41	5.73
F160 Select film or filtration for color balance using artificial light sources, other than electronic flash units	6.62	46	51	3.97
G247 Shoot photographs of aircraft accidents	6.62	46	48	5.20
G182 Duplicate slides	6.62	56	54	6.13
G211 Perform operator maintenance on cameras or camera accessories	6.55	67	65	5.03
I301 Determine exposure and filtration for color materials	6.55	46	51	4.79
G241 Shoot photographs for legal or criminal investigation use	6.52	54	52	5.76
G220 Position lighting controls, such as diffusers, barndoors, reflectors, umbrellas, or light banks	6.48	81	83	5.26
F151 Determine exposures using flash meters	6.38	61	63	5.12
	6.34	56	63	3.97

* Training Emphasis has an average of 3.71 and a standard deviation of 1.80 (High TE=5.51)

** Average TD Rating is 5.00, and the standard deviation is 1.00

TASKS RATED HIGHEST IN TASK DIFFICULTY (TD)

TASKS	TASK DIF*	PERCENT MEMBERS PERFORMING				TNG EMP**
		1-48 TAFMS (N=126)	23152 (N=226)	23172 (N=102)		
D71	Develop resident course or career development course (CDC)	7.56	0	3	10	.90
A10	curriculum materials	7.51	2	15	48	1.24
C60	Draft budget or financial requirements					
	Write staff studies, surveys, or special reports, other than training reports	7.33	0	7	46	1.55
C58	Write civilian performance ratings or supervisory appraisals	7.19	0	3	14	1.07
K415	Tune to International Marine Satellite System using satellite coverage maps and field strength meters	7.10	0	1	3	3.14
K410	Set parameters of satellite transmission systems	7.09	1	2	4	3.86
K395	Insure compatibility of still video system components	7.04	3	8	9	5.17
D65	Conduct resident course classroom training	6.95	0	2	8	1.17
C43	Evaluate budget or financial requirements	6.93	2	15	50	1.52
D73	Direct or implement training programs for aerial photographers	6.90	1	4	13	.83
G256	Shoot photographs under hazardous conditions, such as chemical environment or extreme weather conditions					
I325	Perform master balance procedures on automated printer processors, including minilabs	6.83	39	43	27	5.10
G225	Produce and direct slide-tape presentations	6.81	29	38	28	5.41
K414	Transmit still video images using satellite systems	6.80	4	9	17	2.55
I323	Perform initial programming of automated printer processors, including minilabs	6.71	0	2	4	4.69
I326	Perform negative balance procedures on automated printer processors, including minilabs	6.66	23	29	25	5.72
A11	Establish organizational policies, office instructions, (OIs), or standard operating procedures (SOPs)	6.66	29	38	25	5.34
C59	Write EPRs	6.66	3	19	68	1.28
E129	Secure foreign clearances for overseas deployments	6.65	0	36	72	3.55
I331	Program color analyzers	6.62	0	2	7	.72
		6.55	10	13	14	5.24

* Average TD Rating is 5.00, and the standard deviation is 1.00

** Training Emphasis has an average of 3.71 and a standard deviation of 1.80 (High TE = 5.51)

or skill-level groups, such as first-enlistment (1-48 months TAFMS), and 5- and 7-skill level groups, should be considered for inclusion in the STS. Likewise, tasks with less than 20 percent performing in all of these groups should be considered for deletion from the STS.

STS paragraphs containing performance information were reviewed. Three line items on the STS were found to be unsupported by occupational survey data. These items are listed, along with the accompanying job inventory task and survey data, in Table 15. Training personnel and SMEs should review these areas to determine if inclusion in future revisions to the STS is warranted.

Tasks not matched to any element of the STS are listed at the end of the STS computer listing. These were reviewed to determine if there were any tasks concentrated around any particular functions or jobs. There were 333 tasks not referenced to the STS. One hundred and thirty unreferenced tasks are managerial or supervisory in nature and are normally not matched to an STS. Examples of technical tasks performed by 20 percent or more respondents of the STS target groups, but which are not referenced to any STS element, are displayed in Table 16. Training personnel and SMEs should review these and other unreferenced tasks to determine if inclusion in the STS is needed.

Plan of Instruction (POI)

Based on assistance from technical school subject-matter specialists in matching job inventory tasks to POI G3ABR23132-002, dated 12 June 1991, occupational survey data were matched to related training objectives. A similar method to that of the STS analysis was employed to review the POIs. The specific data examined included percent members performing data for first-enlistment (1-48 months TAFMS) personnel, TE, and TD ratings. ATI ratings for each task were also used.

POI blocks, units of instruction, and criterion objectives were compared against the standard set forth in Attachment 1, ATCR 52-22, dated 17 February 1989 (30 percent or more of the criterion first-enlistment group performing tasks trained, along with sufficiently high TE and TD ratings on those tasks). Per this guidance, tasks trained in the course which do not meet these criteria should be considered for elimination from the formal course if not justified on some other acceptable basis.

Review of the tasks matched to the POI reveals that two criterion objectives are not supported by OSR data for matched tasks. These objectives are listed, along with the accompanying job inventory tasks and survey data, in Table 17. Since the use of electronic imaging is expected to increase, exposing and processing color negative film is the only area which may warrant consideration for elimination from the formal course.

Many technical tasks performed by over 30 percent of first-enlistment personnel were not matched to the POI. Examples of these tasks with survey data are listed in Table 18. In addition to many members performing these

TABLE 15

STS ITEMS NOT SUPPORTED BY OSR DATA

STS REFERENCE/TASKS	3LVL COURSE PROF CODE	TNG EMP*	PERCENT MEMBERS PERFORMING			TSK DIF**
			1ST ENL (N=126)	5-SKILL LEVEL (N=226)	7-SKILL LEVEL (N=102)	
17b(2) AIR DRYING METHODS	-					
J353 Dry prints using manual air dry methods		2.97	14	14	13	2.91
18d COPY TO SCALE	2b					
G165 Calculate reproduction ratios for copying distances on mosaic to scale		1.55	0	2	10	6.17
221 PROCESS COLOR PRINTS	2b					
I316 Manually process color prints		3.86	8	5	6	5.80

* Training Emphasis has an average of 3.71 and a standard deviation of 1.80 (High TE = 5.51)

** Average Task Difficulty is 5.00, and the standard deviation is 1.00

TABLE 16

EXAMPLES OF TECHNICAL TASKS PERFORMED BY 20 PERCENT OR MORE 231X2
GROUP MEMBERS AND NOT REFERENCED TO THE STS

TASKS	PERCENT MEMBERS PERFORMING				TNG EMP*	TASK DIF**
	1ST ENL (N=126)	DAFSC 21352 (N=226)	DAFSC 23172 (N=102)			
F137 Adjust lens apertures or shutter speeds	95	96	77		7.48	3.82
F138 Balance exposures for electronic flash units to match existing ambient light	77	84	69		6.86	5.26
F140 Calculate exposure and filtration for copy materials	57	69	53		5.59	5.39
F143 Calculate or set up lighting ratios	56	68	58		6.83	5.55
F150 Determine exposures using electronic flash units in automatic mode	65	72	65		6.66	3.90
F152 Determine exposures using incident light meters	51	57	59		6.62	3.97
F157 Perform specialized exposure for "pushing film"	60	65	53		5.76	5.19
G206 Operationally check cameras and accessories	67	85	70		7.03	3.95
G207 Operationally check lighting equipment	61	75	65		6.17	3.71
G217 Pose subjects for photographs other than portraits	70	72	56		6.72	5.04
G220 Position lighting controls, such as diffusers, barndoors, reflectors, umbrellas, or light banks	63	74	57		6.38	5.12
G222 Position lights using lighting techniques such as broad lighting, short lighting, or butterfly lighting	60	69	55		6.31	5.59
G223 Position personnel or objects to improve photographic composition	74	79	61		6.31	5.14
G229 Select camera angles	85	86	70		6.72	4.70
G239 Shoot photographs for historical archives	62	66	52		5.90	5.03
G246 Shoot photographs for use in slide-tape presentations	59	60	46		5.55	5.38
H266 Adjust development times for "pushed" or "pulled" film using time and temperature charts	67	67	50		5.52	4.92
I298 Add chemicals to automatic color print processors	61	58	37		5.62	4.03
I299 Clean automatic color film processing equipment	55	56	35		6.07	3.90

* Training Emphasis has an average of 3.71 and a standard deviation of 1.80 (High TE = 5.51)

** Average TD rating is 5.00, and the standard deviation is 1.00

TABLE 17

POI OBJECTIVES NOT SUPPORTED BY OSR DATA

<u>POI OBJECTIVES/TASKS</u>	<u>TNG EMP*</u>	<u>1ST ENL PERCENT MEMBERS PERFORMING (N=126)</u>	<u>ATI</u>	<u>TSK DIF**</u>
VI 5. ELECTRONIC IMAGING				
K401 Operate still video cameras	5.59	9	11	5.64
K396 Load still video disks in still video equipment	5.03	9	9	4.22
VII 4. EXPOSING AND PROCESSING COLOR NEGATIVE FILM				
I330 Perform operator maintenance on color processing equipment	6.00	27	11	5.50
I315 Manually process color negative roll or sheet film	4.38	24	7	4.95
I317 Manually process color reversal roll or sheet film	4.62	20	7	5.46

* Training Emphasis has an average of 3.71 and a standard deviation of 1.80 (High TE = 5.51)

** Average Task Difficulty is 5.00, and the standard deviation is 1.00

TABLE 18

EXAMPLES OF TECHNICAL TASKS PERFORMED BY 30 PERCENT OR MORE
FIRST-ENLISTMENT PERSONNEL AND NOT REFERENCED TO THE POI

TASKS	TNG EMP*	1ST ENL PERCENT MEMBERS PERFORMING (N=126)	ATI	TSK DIF**
E114 Make entries on AF Forms 833 (Visual Information Support Request)	5.79	60	18	3.66
E121 Provide face-to-face customer assistance	6.66	74	18	4.53
E122 Provide telephone customer assistance	6.07	67	18	4.34
E126 Respond to customer inquiries or complaints	5.72	64	18	5.28
F157 Perform specialized exposure for "pushing film"	5.76	60	18	5.19
G176 Determine cameras and lenses for workorder assignments	7.24	79	18	4.22
G206 Operationally check cameras and accessories	7.03	67	18	3.95
G207 Operationally check lighting equipment	6.17	61	18	3.71
G223 Position personnel or objects to improve photographic composition	6.31	74	18	5.14
G238 Shoot photographs for editorial or spot news use	6.07	74	18	5.06
G239 Shoot photographs for historical archives	5.90	62	18	5.03
G243 Shoot photographs for personality features	5.72	55	18	5.46
G246 Shoot photographs for use in slide-tape presentations	5.55	59	18	5.38
H266 Adjust development times for "pushed" or "pulled" film using time and temperature charts	5.52	67	18	4.92
H278 Machine-process BW prints	5.66	56	18	3.19
I299 Clean automatic color film processing equipment	6.07	55	18	3.90
I307 Load chemicals in automated film processors	5.55	52	18	3.74
I309 Machine-process color negative roll or sheet film	5.79	51	18	3.91
I321 Perform daily shut-down procedures on automated printer processors, including minilabs	5.86	59	18	4.67
J345 Clean processor racks	5.66	64	18	3.82
E92 File negatives, prints, or slides	4.38	63	17	3.56

* Training emphasis has an average of 3.71 and a standard deviation of 1.80 (High TE = 5.51)

** Average TD rating is 5.00, and the standard deviation is 1.00

functions, several of these tasks are rated high in terms of TE and TD. Training personnel and SMEs should review these and other unreferenced tasks to determine if training should be provided in the formal course.

Task Analysis

With the assistance of subject-matter specialists, Det 5, USAFOMS, Lowry AFB CO performed a detailed examination of career ladder tasks. The resulting task analysis appendix identifies equipment, references, conditions, cues, standards, activities, skills, and knowledge required for performing the tasks. Appendix B is provided for the development of resident and nonresident training programs.

JOB SATISFACTION ANALYSIS

An examination of the job satisfaction indicators can give career ladder managers a better understanding of some of the factors which may affect the job performance of airmen in the career ladder. The survey booklet therefore included attitude questions covering job interest, perceived utilization of talents and training, sense of accomplishment from work, and reenlistment intentions. The responses of the current survey sample were then analyzed by making several comparisons: (1) among TAFMS groups of the 231X2 career ladder and a comparative sample of personnel from other Direct Support specialists surveyed in 1991 (AFSCs 551X0, 551X1, 552X0, 612X0, 612X1, and 753X0), (2) between current and previous survey TAFMS groups, and (3) across specialty groups identified in the SPECIALTY JOBS section of the report.

Table 19 compares first-enlistment (1-48 months TAFMS), second-enlistment (49-96 months TAFMS), and career (97+ months TAFMS) group data to corresponding enlistment groups from other Direct Support AFSCs surveyed during the previous calendar year. These data give a relative measure of how the job satisfaction of AFSC 231X2 personnel compares with similar Air Force specialties. Still Photographic personnel reported generally higher job satisfaction than members of the comparative sample. However, the second enlistment AFSC 231X2 group reported a lower sense of accomplishment and intention to reenlist. The career AFSC 231X2 group also reported lower reenlistment intentions. Overall, satisfaction for all three groups is still quite high. The high percentages of positive responses in these comparisons reflect a career ladder where personnel appear to be well satisfied with their jobs.

An indication of changes in job satisfaction perceptions within the career ladder is provided in Table 20 where TAFMS group data for 1991 survey respondents are presented, along with data from respondents to the last OSR of the career ladder in 1984. Generally, perceptions associated with job satisfaction have improved for first enlistment personnel, decreased for second term airmen, and stayed about the same for career airmen since the 1984 OSR. Reenlistment intentions in all three groups are lower than the 1984 sample.

TABLE 19

COMPARISON OF TAFMS GROUP JOB SATISFACTION INDICATORS
(PERCENT MEMBERS PERFORMING)

	1-48 MOS TAFMS 1991		49-96 MOS TAFMS 1991		97+ MOS TAFMS 1991	
	231X2 (N=126)	COMP SAMPLE (N=2,080)	231X2 (N=111)	COMP SAMPLE (N=1,191)	231X2 (N=169)	COMP SAMPLE (N=1,790)
<u>EXPRESSED JOB INTEREST:</u>						
Interesting	87	69	77	75	85	76
So-So	10	18	10	16	10	15
Dull	4	13	12	9	5	8
<u>PERCEIVED UTILIZATION OF TALENTS:</u>						
Fairly Well To Perfectly	89	78	82	80	87	82
Little Or Not At All	10	22	16	20	13	17
<u>PERCEIVED UTILIZATION OF TRAINING:</u>						
Fairly Well To Perfectly	92	81	88	79	83	79
Little Or Not At All	7	19	11	20	16	20
<u>SENSE OF ACCOMPLISHMENT FROM WORK:</u>						
Satisfied	74	68	68	77	75	74
Neutral	9	12	12	9	9	9
Dissatisfied	17	20	20	14	17	17
<u>REENLISTMENT INTENTIONS:</u>						
Will/Probably Will Reenlist	57	56	68	80	70	76
Will Not/Probably Will Not Reenlist	42	43	32	19	6	6
Will Retire	N/A	N/A	0	*	24	17

* Less than 1 percent

N/A = NOT APPLICABLE

NOTE: Columns may not add to 100 percent due to nonresponse and rounding. Comparative sample is composed of all Direct Support career ladders surveyed in 1991 (includes AFSCs 551X0, 551X1, 552X0, 612X0, 612X1 and 753X0)

TABLE 20

COMPARISON OF JOB SATISFACTION DATA
(PERCENT MEMBERS PERFORMING)

	<u>1-48 MOS TAFMS</u>			<u>49-96 MOS TAFMS</u>			<u>97+ MOS TAFMS</u>		
	1992	1984		1992	1984		1992	1984	
	231X2	231X2		231X2	231X2		231X2	231X2	
	(N=126)	(N=187)		(N=111)	(N=118)		(N=169)	(N=267)	
<u>EXPRESSED JOB INTEREST:</u>									
Interesting	87	82		77	82		85	81	
So-So	10	10		10	11		10	11	
Dull	4	7		12	5		5	5	
<u>PERCEIVED UTILIZATION OF TALENTS:</u>									
Fairly Well To Perfectly	89	85		82	84		87	86	
Little Or Not At All	10	15		16	16		13	14	
<u>PERCEIVED UTILIZATION OF TRAINING:</u>									
Fairly Well To Perfectly	92	86		88	85		83	85	
Little Or Not At All	7	13		11	15		16	15	
<u>SENSE OF ACCOMPLISHMENT FROM WORK:</u>									
Satisfied	74	77		68	75		75	75	
Neutral	9	6		12	5		9	7	
Dissatisfied	17	17		20	18		17	17	
<u>REENLISTMENT INTENTIONS:</u>									
Will/Probably Will Reenlist	57	66		68	75		70	80	
Will Not/Probably Will Not Reenlist	42	33		32	21		6	5	
Will Retire	N/A	1		0	2		24	14	

NOTE: Columns may not add to 100 percent due to nonresponse and rounding

Table 21 presents job satisfaction data for the major jobs identified in the career ladder structure for AFSC 231X2. An examination of these data can reveal the influences performing certain jobs may have on overall job satisfaction. Job satisfaction indicators for the specialty job groups suggest that members of the Photojournalist group are most satisfied, and the members of the Studio Photographer group are least satisfied. The largest group, General Photographer, also indicates a high degree of satisfaction. Forty-six percent of the Audiovisual Manager group, which consists of the most senior personnel, plan to retire.

IMPLICATIONS

As explained in the INTRODUCTION, this survey was conducted primarily to provide training personnel with current information on the Still Photographic specialty for use in reviewing current training programs and training documents. The data compiled from this survey support the current structure of the AFSC 231X2 career ladder. The present classification structure, as described by the AFR 39-1 Specialty Descriptions, accurately portrays the jobs in this study.

Analysis of career ladder documents indicates both the STS and POI accurately depict the tasks performed. Both documents could use some fine-tuning, but are basically sound.

No serious job satisfaction problems appear to exist within this specialty. Overall, job satisfaction responses were almost all higher than those of a comparative sample of similar Air Force personnel surveyed in 1991.

The findings of this OSR come directly from the survey data collected from Still Photographic personnel worldwide. These data are readily available to training and utilization personnel, functional managers, and other interested parties having a need for such information. Much of the data are compiled into extracts which are excellent tools in the decision-making process. These data extracts should be used when training or utilization decisions are made.

TABLE 21

JOB SATISFACTION DATA FOR CLUSTERS AND INDEPENDENT JOB TYPES
(PERCENT MEMBERS PERFORMING)

	GENERAL PHOTOGRAPHER (N=262)	PHOTO LAB CHIEF (N=29)	AUDIOVISUAL MANAGER (N=24)	PHOTO- JOURNALIST (N=22)	STUDIO PHOTOGRAPHER (N=9)	COLOR PHOTO- PROCESSOR (N=10)
<u>EXPRESSED JOB INTEREST:</u>						
Interesting	86	69	92	95	67	70
So-So	8	24	4	0	11	30
Dull	6	7	4	5	22	0
<u>PERCEIVED UTILIZATION OF TALENTS:</u>						
Fairly Well To Perfectly	89	86	80	91	78	90
Little Or Not At All	11	14	20	9	22	10
<u>PERCEIVED UTILIZATION OF TRAINING:</u>						
Fairly Well To Perfectly	93	80	79	91	67	80
Little Or Not At All	6	21	21	9	33	20
<u>SENSE OF ACCOMPLISHMENT:</u>						
Satisfied	76	69	75	82	56	50
Neutral	10	7	4	9	11	10
Dissatisfied	15	24	21	9	33	40
<u>REENLISTMENT INTENTIONS:</u>						
Will/Probably Will Reenlist	69	69	46	68	44	60
Will Not/Probably Will Not Reenlist	25	10	8	14	56	40
Will Retire	5	21	46	18	0	0

NOTE: Columns may not add to 100 percent due to nonresponse and rounding

APPENDIX A
SELECTED REPRESENTATIVE TASKS PERFORMED BY
CAREER LADDER SPECIALTY JOB GROUPS

TABLE I
GENERAL PHOTOGRAPHER CLUSTER
STG052

GROUP SIZE: 262	AVERAGE TAFMS: 83 MONTHS
PERCENT OF SAMPLE: 65%	AVERAGE TICF: 72 MONTHS
AVERAGE PAYGRADE: E-4	PERCENT IN 1ST ENL: 37%

TASKS	PERCENT MEMBERS PERFORMING
F137 Adjust lens apertures or shutter speeds	98
G249 Shoot photographs of awards and presentations	95
G188 Load film in cameras	95
J385 Select negatives for printing	95
J337 Burn-in prints	95
G229 Select camera angles	94
G251 Shoot photographs of groups	94
J344 Clean laboratories	93
G241 Shoot photographs for legal or criminal investigation use	93
J368 Mount slides	92
J352 Dodge prints	91
G231 Select film for assignments	90
J350 Crop negatives during projection printing	90
J360 Load film onto reels	90
J387 Select projection printer lenses	90
G176 Determine cameras and lenses for workorder assignments	90
H290 Mix BW chemistries	90
G252 Shoot photographs of sporting events	89
H283 Make BW prints from color negatives	88
F138 Balance exposures for electronic flash units to match existing ambient light	88
G250 Shoot photographs of ground accidents	87
E121 Provide face-to-face customer assistance	87
G223 Position personnel or objects to improve photographic composition	87
G206 Operationally check cameras and accessories	87
G218 Pose subjects for portraits	86

TABLE II
PHOTO LAB CHIEF CLUSTER
STG055

GROUP SIZE: 29	AVERAGE TAFMS: 172 MONTHS
PERCENT OF SAMPLE: 7%	AVERAGE TICF: 140 MONTHS
AVERAGE PAYGRADE: E-6	PERCENT IN 1ST ENL: 0%

TASKS	PERCENT MEMBERS PERFORMING
A18 Plan work assignments	100
F137 Adjust lens apertures or shutter speeds	100
G176 Determine cameras and lenses for workorder assignments	100
E128 Schedule appointments	100
G188 Load film in cameras	97
E126 Respond to customer inquiries or complaints	97
G169 Coordinate mission requirements with requestors	97
G206 Operationally check cameras and accessories	93
E93 Inform customers of workorder completions	93
E121 Provide face-to-face customer assistance	93
A4 Determine work priorities	90
E124 Research status of work orders	90
E122 Provide telephone customer assistance	90
J394 Visually inspect finished photographic products	86
E114 Make entries on AF Forms 833 (Visual Information Support Request)	79
E107 Maintain local work request logs	79
E120 Prepare production reports	79
C41 Analyze work load requirements	83
B40 Write correspondence	86
C59 Write EPRs	79
B24 Direct utilization of equipment	83
C42 Conduct performance feedback worksheet (PFW) sessions	83
G231 Select film for assignments	83
B21 Counsel personnel on personal or military-related problems	83
E92 File negatives, prints, or slides	79
G207 Operationally check lighting equipment	86

TABLE III
AUDIOVISUAL MANAGER IJT
STG046

GROUP SIZE: 24	AVERAGE TAFMS: 229 MONTHS
PERCENT OF SAMPLE: 6%	AVERAGE TICF: 181 MONTHS
AVERAGE PAYGRADE: E-7	PERCENT IN 1ST ENL: 0%

TASKS	PERCENT MEMBERS PERFORMING
B40 Write correspondence	100
A3 Determine requirements for space, personnel, equipment, or supplies	100
C42 Conduct performance feedback worksheet (PFW) sessions	96
B20 Conduct staff meetings	92
B21 Counsel personnel on personal or military-related problems	92
C59 Write EPRs	92
E121 Provide face-to-face customer assistance	92
E126 Respond to customer inquiries or complaints	92
B31 Interpret policies, directives, or procedures for subordinates	88
A11 Establish organizational policies, office instructions, (OIs), or standard operating procedures (SOPs)	88
C45 Evaluate inspection reports or procedures	88
C41 Analyze workload requirements	88
C51 Evaluate subordinates' compliance with performance standards	83
C43 Evaluate budget or financial requirements	83
A10 Draft budget or financial requirements	83
E122 Provide telephone customer assistance	83
A12 Establish performance standards for subordinates	79
C55 Indorse enlisted performance reports (EPRs)	79
C47 Evaluate maintenance or use of workspace, equipment, or supplies	79
C60 Write staff studies, surveys, or special reports, other than training reports	75
A4 Determine work priorities	75
C44 Evaluate individuals for promotion, demotion, or reclassification	75
C57 Select individuals for specialized training	75
B26 Implement quality improvement and management programs	71
A7 Develop quality assurance programs	71

TABLE IV
PHOTOJOURNALIST IJT
STG039

GROUP SIZE: 22
PERCENT OF SAMPLE: 5%
AVERAGE PAYGRADE: E-6

AVERAGE TAFMS: 164 MONTHS
AVERAGE TICF: 134 MONTHS
PERCENT IN 1ST ENL: 5%

TASKS	PERCENT MEMBERS PERFORMING
G229 Select camera angles	100
F137 Adjust lens apertures or shutter speeds	100
F138 Balance exposures for electronic flash units to match existing ambient light	100
G206 Operationally check cameras and accessories	95
G230 Select camera filters	95
G169 Coordinate mission requirements with requestors	95
G231 Select film for assignments	95
G207 Operationally check lighting equipment	95
G188 Load film in cameras	95
G211 Perform operator maintenance on cameras or camera accessories	95
F150 Determine exposures using electronic flash units in automatic mode	95
F158 Perform specialized exposure for multiple flash	95
F148 Determine exposures using electronic flash units for synchro-sun lighting for focal plane shutter cameras	95
G261 Write captions	91
F144 Determine equivalent exposures for special effects, such as "blurring background" or "stopping action"	91
F151 Determine exposures using flash meters	91
F152 Determine exposures using incident light meters	91
G263 Write cover stories	86
G167 Compile cover story information	86
G244 Shoot photographs for picture stories or news features	86
G226 Research assignment subject matter	86
F143 Calculate or set up lighting ratios	86
G161 Arrange for operational support while deployed, such as billeting or transportation	86
G163 Assemble pictorial layouts	86

TABLE V
STUDIO PHOTOGRAPHER IJT
STG036

GROUP SIZE: 9	AVERAGE TAFMS: 69 MONTHS
PERCENT OF SAMPLE: 2%	AVERAGE TICF: 58 MONTHS
AVERAGE PAYGRADE: E-4	PERCENT IN 1ST ENL: 55%

TASKS	PERCENT MEMBERS PERFORMING
G235 Shoot official studio portraits	100
G257 Shoot studio full-length photographs	100
F137 Adjust lens apertures or shutter speeds	100
G218 Pose subjects for portraits	89
G220 Position lighting controls, such as diffusers, barndoors, reflectors, umbrellas, or light banks	89
G249 Shoot photographs of awards and presentations	89
G236 Shoot passport or identification photographs	78
G222 Position lights using lighting techniques such as broad lighting, short lighting, or butterfly lighting	78
F143 Calculate or set up lighting ratios	78
E92 File negatives, prints, or slides	78
E121 Provide face-to-face customer assistance	78
E122 Provide telephone customer assistance	78
E128 Schedule appointments	78
G188 Load film in cameras	78
E124 Research status of workorders	67
E93 Inform customers of workorder completions	67
E114 Make entries on AF Forms 833 (Visual Information Support Request)	67
F138 Balance exposures for electronic flash units to match existing ambient light	67
G241 Shoot photographs for legal or criminal investigation use	67
G251 Shoot photographs of groups	67

TABLE VI
COLOR PHOTOPROCESSOR IJT
STG045

GROUP SIZE: 10	AVERAGE TAFMS: 66 MONTHS
PERCENT OF SAMPLE: 2%	AVERAGE TICF: 49 MONTHS
AVERAGE PAYGRADE: E-4	PERCENT IN 1ST ENL: 40%

TASKS	PERCENT MEMBERS PERFORMING
F137 Adjust lens apertures or shutter speeds	100
G249 Shoot photographs of awards and presentations	90
G182 Duplicate slides	90
G188 Load film in cameras	90
J394 Visually inspect finished photographic products	80
J381 Read control strips using reflectance or transmission densitometers	80
I297 Add chemicals to automatic color film processors	80
J362 Maintain chemical levels in processing solution tanks	80
J344 Clean laboratories	80
I318 Mix color chemistries	80
F138 Balance exposures for electronic flash units to match existing ambient light	80
J368 Mount slides	80
I301 Determine exposure and filtration for color materials	80
I299 Clean automatic color film processing equipment	80
I319 Operationally check color processing equipment	80
G229 Select camera angles	80
E102 Maintain color process control charts	70
J377 Plot control strip values on process control charts	70
F150 Determine exposures using electronic flash units in automatic mode	70
F140 Calculate exposure and filtration for copy materials	70
J385 Select negatives for printing	70
J339 Calibrate densitometers	70
I307 Load chemicals in automated film processors	70
E121 Provide face-to-face customer assistance	70
G251 Shoot photographs of groups	70